Snohomish County

Department of Information Services
Rate Model, Governance
Process, and Communications
Performance Audit Follow-Up

MOSS-ADAMS LLP

Certified Public Accountants | Business Consultants

Acumen. Agility. Answers.

Presented by Tom Krippaehne
November 1, 2010

BACKGROUND

- Project to follow up Department of Information Services (DIS) Performance Audit conducted in the Spring of 2010

- Same three components originally studied: IT Governance Processes, Communications, and Information Services Rate Model

- Fact-finding tasks included limited document review, interviews, and survey of DIS employees

- Analysis occurred versus previous study findings and recommendations

- Report reflects significant issues versus original recommendations

- Progress has been incremental in nature, but as of yet does not meet stakeholder expectations

FINDINGS AND RECOMMENDATIONS
A. IT GOVERNANCE

1. **Finding:** Departments are reporting some DIS performance advancements since the original audit, but are clearly indicating that "not enough has been done and more improvements are needed."

   Recommendation: Continue to reengineer the IT Governance and service delivery model, making process and structural changes in the near term.

2. **Finding:** The DIS Director and DIS Deputy Director are leading the ITAC meetings.

   Recommendation: Consider assigning a high ranking County Executive or other Official to chair the committee.

FINDINGS AND RECOMMENDATIONS
A. IT GOVERNANCE

3. **Finding:** The IT Governance process is seeking to find middle ground regarding technology trade-offs.

    Recommendation: Compromise in technology planning, including making trade-offs based upon cost/benefit analysis.

4. **Finding:** The County's use of decision criteria is said to be a moving target and not consistently applied to projects.

    Recommendation: Discuss the County's IT decision making processes in order to get all parties on the same page about what criteria should be used.

FINDINGS AND RECOMMENDATIONS
A. IT GOVERNANCE (CONTINUED)

5. **Finding:** Attendance from top decision makers is starting to wane at ITAC meetings.

    Recommendation: Restructure ITAC meetings to engage participants to increase attention and ultimately improve attendance.

6. **Finding:** DIS agendas are said to still be driving many IT Governance decisions.

    Recommendation: Align the IT Governance agendas further yet through transparency, open dialogue, and planning.

FINDINGS AND RECOMMENDATIONS
A. IT GOVERNANCE (CONTINUED)

7. **Finding:** Current decision making at ITAC has been following a consensus building process, with voting used just recently as a technique to make decisions.

    Recommendation: Get the right people at the table and utilize voting as a decision making technique as necessary.

8. **Finding:** Three subcommittees support County IT decision making processes.

    Recommendation: Change out facilitation of the three committees as necessary to strengthen leadership.

FINDINGS AND RECOMMENDATIONS
A. IT GOVERNANCE (CONTINUED)

9. **Finding:** Connections to, and use of, subcommittees are not fully in synchronization with the ITAC.

    Recommendation: Align committees together through formal charters and continue to strengthen management and connectivity of the subcommittees.

10. **Finding:** The ITAC has 28 voting members.

    Recommendation: Reduce the size of ITAC membership to include a manageable number of decision makers.

FINDINGS AND RECOMMENDATIONS
A. IT GOVERNANCE (CONTINUED)

11. **Finding:** The IT Governance Committee meets once per month for 90 minutes.

    Recommendation: Meet once per month in a longer meeting format until County's technology business is caught up.

12. **Finding:** The updated DIS employee survey results show improvement in some areas, while clearly pointing out the need for more progress in others.

    Recommendation: Continue to reengineer IT Governance and management processes.

FINDINGS AND RECOMMENDATIONS
A. IT GOVERNANCE (CONTINUED)

13. **Finding:** ITAC members have limited knowledge about technology.

    Recommendation: Support the ITAC process with thorough preparation and training.

14. **Finding:** Preparation for ITAC is occurring just prior to the formal monthly meetings.

    Recommendation: Develop and distribute an expanded ITAC packet when necessary, and distribute several days in advance if at all possible.

FINDINGS AND RECOMMENDATIONS
A. IT GOVERNANCE (CONTINUED)

15. **Finding:** ITAC committee participants range from Elected Officials to lower level staff.

    Recommendation: Assign only high-level personnel to ITAC membership.

FINDINGS AND RECOMMENDATIONS
B. COMMUNICATIONS

1. **Finding:** While some advances have been made in relationships, trust remains an issue between DIS management and Elected Officials.

    Recommendation: Move the interdepartmental dialogue to openly discuss IT leadership and management issues.

2. **Finding:** There is a communications disconnect between high-level stakeholders regarding IT Governance.

    Recommendation: Continue to push for open discussion about high-level policy and strategic matters.

FINDINGS AND RECOMMENDATIONS
B. COMMUNICATIONS (CONTINUED)

3. **Finding:** Departments and Elected Officials appear satisfied with the level of service being provided by DIS Business Analysts.

   Recommendation: Recognize Business Analysts' successes and increase their involvement in long-term Office and Department technology planning activities.

FINDINGS AND RECOMMENDATIONS
C. INFORMATION SERVICES RATE MODEL

1. **Finding:** Progress is proceeding with the Information Services rate model reengineering process.

   Recommendation: Stay focused on the goal of simplifying the rate model.